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The Action Plan in the SWOT takes the place of the previous action plan and hand it to EVERY service employee. Ask for their input. Collect their input. Finally, there is the Synopsis.

Use whatever time frame is best for you. You may use "Word" or PowerPoint. Please upload to the DropBox, Homework section. Email me that it has been uploaded, so I may check it.

a. Advertising-----Emails, Mailers: keep

Observations/Conclusions: Advertising for se
There is some co
Below is a spread

FACEBOOK

Budget

\$1,500.00

SEM CAM

Budget

\$2,300.00

EMAIL CA

Budget

\$0.00

\$0.00

\$0.00

\$0.00

AUTOMAT

Budget

\$0.00

\$0.00

\$0.00

\$0.00

\$0.00

\$0.00

DIRECT M

Budget

\$1,164.00

\$609.00

OTHER

Budget

ing your dealership name in front of your cus

ervice is a mix of email blast, facebook advertising
community involvement and sponsorships that also
lsheet that breaks down advertising for the month

FIX

K CAMPAIGNS

Offer Details

Service Offer

PAIGNS

Offer Details

Various offers from website +
service-optimized keywords

MPAIGNS (Digital team)

Offer Details

Oil & Filter Change - \$24.95

Tire Rotation - \$9.95

4 - Wheel Alignment Special - \$39.95

Service Offer

IC TRIGGERS (XTIME)

Audience

ABG - Service Reminder v2

ABG- Service Overdue Reminder V2

Declined Alignments

Declined Tires

Declined Brakes

Declined Battery

AIL

Offer Details

Honda (Fall Seasonal Mailer) oil and filter change, battery replacement and 10% any repair.

Honda (Fall Seasonal Mailer)

Offer Details

Honda (Service Reminder)

stomer.

g), traditional Honda mailers, and SEM spending. We also intergrate some de
contributes to fixed advertising.

1 of December. This is typical for any given month of the year.

COGGIN HONDA ST. AUGUSTINE

MARKED OPS MARKETING PLAN

\$5,741.00

Audience

Honda owners > 25 mile radius

Audience

Targeting customers on google & bing searching for service + OEM related terms. EX. Honda Oil change, Honda Tires, [Make] [Model][trim] [service]. Includes basic service terms such as, Oil change, Tires, battery, alignments etc..

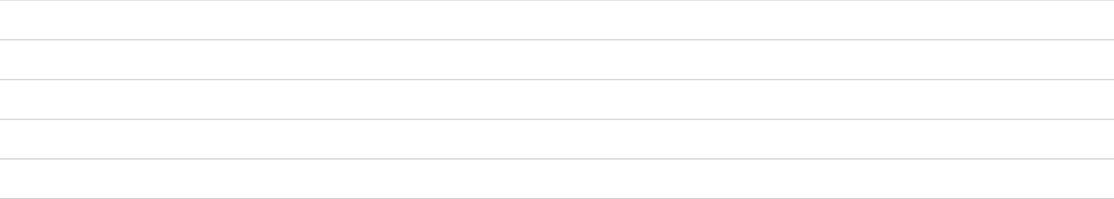
Audience

No RO 12+ months

No RO 9-12 months

No RO 6-9 months

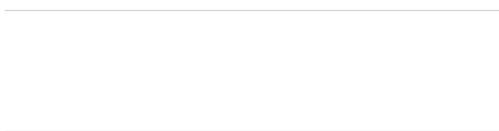
No RO 3-6 months



clined service emails via Xtime.



Results pending



Results

Results

Results

b. Marketing-----Non-dealer survey

Observations/Conclusions: After shopping the non-dealer co
I will be adding certified Honda t

Business	Tire Rotation	Oil and Filter Change Synthetic
COGGIN HONDA OF ST. AUGUSTINE 2925 US HWY 1 SOUTH ST. AUGUSTINE 904-797-2688 Spoke to: 11/19/2017 6.32 PM (Thursday) BONGBONG SAMALA	\$19.95	\$49.95
Business	Tire Rotation	Oil and Filter Change Synthetic
TIRE KINGDOM 2494 US HWY 1 SOUTH ST.AUGUSTINE 904-797-2105 ROY 11/19/2017 5:45:00 PM (Thursday) Managers Signature:	\$22.99	\$49.95 \$69.95
Business	Tire Rotation	Oil and Filter Change Synthetic
GOODYEAR 512 WEST GEOFFREY ST. ST AUGUSTINE	\$21.95	\$68.95

904-825-1229		
STEVE		
11/20/2017		
8:28:00 AM (Friday)		
Managers Signature:		
Business	Tire Rotation	Oil and Filter Change Synthetic
FIRESTONE	\$17.95	\$45.00
57 SAN MARCO ST.AUGUSTINE		
904-2013259		
MATT		
11/20/2017		
8:29:00 AM (Friday)		
Managers Signature:		
Business	Tire Rotation	Oil and Filter Change Synthetic
SARGEANT	\$15.00	\$59.00
3550 US 1 SOUTH ST. AUGUSTINE		
904-794-0827		
MIKE		
11/20/2017		
8:42:00 AM (Friday)		
Managers Signature:		

ompetition we are the lowest in cost and the most qualified to do the repairs. We use this technicians and genuine Honda parts to the grid to demonstrate our superiority.

ROTATE AND BALANCE TIRES	Alignment	Front Brake Pads Only	Totals
\$39.95	\$69.95	\$108.95	\$288.75
ROTATE AND BALANCE TIRES	Alignment	Front Brakes	Totals
\$36.00	\$89.99	\$149.99	\$348.92
ROTATE AND BALANCE TIRES	Alignment	Front Brakes	Totals
\$67.80	\$99.95	\$189.95	\$448.60

s information as Dare to Compare on website.

c. Facility-----Capacity, Utilization ("B" Tab---second c

Time Frame: October 2017 YTD

Observations/Conclusion: Facility Potential was determined by taking

There are more dollars out there to get.
better scheduling/spacing of appointments

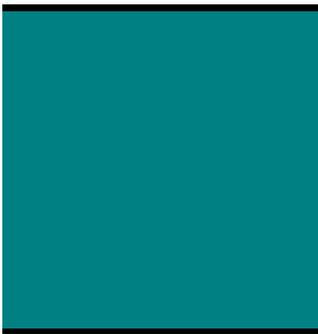
FACILITY POTENTIAL	
Number of Bays	21
	x
Number of Days	26
	x
Number of Hours	10
	x
Effective Labor Rate	80.4
	<i>equals</i>
FACILITY POTENTIAL	\$ 438,984

FACILITY UTILIZATION	
Total Labor Sales	\$ 325,762
	÷
Facility Potential	\$ 438,984
	<i>equals</i>
FACILITY UTILIZATION	74.21%

calculation)

ing the ELR thru October. Total Labor Sales was used for Oct 2017 YTD, then divided by

We can drive more business in the afternoon with incentives. We can also have
its.



10 months.

d. Productivity-----Tech Proficiency ("B" Tab---first cal

Time Frame:

October 2017 YTD

Performance
Customer Car*
Customer Truck*
Customer Other*
Warranty
Internal
New Vehicle Prep
Total

POTENTIAL

How proficient are your techni

Customer labor divide by

This is the format we use on a daily basis. It is emailed and posted

Time Frame: October 2017

Observations/Conclusion: As a store we are 118.8% prof doubling up some bays or mor

STORE		Florida
Average Tech Cost		
Position	EMP Number	
Technician		202201
Technician		214584
Technician		201214
Technician		213811
Technician		805608
Technician		806885
Technician		207221
Technician		804862
Technician		806504
Technician		806770
Technician		206241
Technician		805972
Technician		215042
Technician		806554
Technician		801601
Technician		
Technician		805131
Technician		806453
Technician		806599
Technician		

ulation)

NADA ACTUAL SERVICE ANALYSIS

Labor Sales / Month		Hourly Labor Rate		Hours Billed
\$ 161,192	÷	73.00	=	2208.1
\$ -	÷		=	0.00
\$ -	÷		=	0.00
\$ 35,658	÷	109.00	=	327.1
\$ 128,912	÷	85.00	=	1516.6
\$ -	÷		=	0.00
\$ 325,762				4051.9

\$ 325,762	÷	4051.86	=	\$ 80.40
Total labor sales for month		Total hours billed		Effective Labor Rate

18.00	x	8	x	23
# Service mechanical technicians		# Hours/Day		Working Days/Month

3,312.0	x	\$ 80.40	=	\$ 266,279
Clock Hours Available		Effective Labor Rate		Labor sales potential

icians ?

4,051.9	÷	3,312.00	=	122.34%
Hours Produced		Hours Available		Tech Proficiency

the Customer Effective Labor rate from the R. O. Analysis

ed daily.

icient. Asbury goal is 125%. At this point we are looking for 2-3 quality technicians at re dedication to express service.

Oct-17	Incremental Hours @ 125%			183
\$18.61		Average Technician Proficiency	118.8%	
Name	Rate	TC Hours	F/R Hours	Tech Proficiency
BRUCE C.	\$26.00	176	193	110%
JOE W.	\$25.00	192	267	139%
DAVE L.	\$24.00	176	164	93%
ROBERT R.	\$21.00	176	232.5	132%
KURT S.	\$20.00	176	251.4	143%
KENNETH R.	\$20.00	64	50.7	79%
JUAN C.	\$20.00	176	197.6	112%
JEFF A.	\$19.00	192	232.1	121%
IAN V.	\$19.00	160	200.7	125%
JOSEPH H.	\$18.00	192	231.5	121%
BRETT B.	\$17.00	160	152.3	95%
STEPHEN S.	\$17.00	160	198.1	124%
WILLIAM C.	\$16.00	168	216.6	129%
TIMOTHY R.	\$15.00	160	166.5	104%
FABIAN F.	\$14.00	184	194.8	106%
ANTHONY R.	\$16.00	168	349.1	208%
NOEL H.	\$15.00	176	143.5	82%
TONY W.	\$13.00	96	65.2	68%
				#DIV/0!
TOTALS:		2952	3506.6	119%



=

3,312.0

Clock Hour Aval



entry level. We are limited in space but may consider

e. Production Method----Conventional, Work Group, or Team

Our shop is conventional. 18 technicians.

Technician Breakdown

- | | |
|-------------|--|
| 6 A Techs : | Primarily diagnostic and repair work. They also accou
One lead B tech dispatches the work to an A or B tech |
| 7 B Techs: | Mix of diagnostic and repair as well as express work. 7
One lead B tech dispatches UCI's. He gets an override |
| 5 C Techs: | Primarily express work. 90% of the PDI's
One lead A tech dispatches PDI's. He gets an override |

nt for 25% of the Used Car Inspections. No PDI's
. He gets an override on work.

'5% of the Used Car Inspections. 10% PDI's.
on work.

on work.

f. Analyze Cost of Labor—("A" Tab—first calcu

Time Frame: October 2017 YTD

Service Department

Category	
	Customer Car
	Customer Truck
	Customer Other
	Warranty
	Warranty Other
	Internal
	NVI / Road Ready
	Adj. Cost Of Labor
	Total

Relation)

Sales And Gross (Labor Only)

Sales		Gross		Gross as % of Sales	%Sales Contribution
\$	1,611,922	\$	1,120,465	69.51%	49.48%
				0%	0%
				0%	0%
\$	356,586	\$	266,712	74.80%	10.95%
				0%	0%
\$	1,289,121	\$	953,579	73.97%	39.57%
				0%	0%
		\$	(8,445)	0%	0%
\$	3,257,629	\$	2,332,311	71.60%	100.00%

g. Changes in Expense Structure—("A" Tab---third c

Time Frame:

October 2017 YTD

Service Department Profit Centering

	Expense Category
	Department Gross
	Variable Expense
	Selling Expense
	Personnel Expense
	Semi-Fixed Expense
	Fixed Expense
	Unallocated Expense
	Dealer's Salary
	Total Expenses
	Net Profit

calculation)

Dollar Amount			
\$		% of Gross	Profile
	2,332,311	0.00%	
		0.00%	
\$	1,068,978	45.83%	
\$	214,996	9.22%	
\$	296,892	12.73%	
		0.00%	
		0.00%	
\$	1,580,866	67.78%	
\$	751,445	32.22%	

h. Pay Plans

Technicians

All pay plans are Flat Rate.

Spiffs

C techs that recommend work that is sold will get paid a spiff

One lead B tech dispatches the work to an A or B tech. He gets an override of \$1

One lead B tech dispatches UCI's. He gets an override of \$1 per customer pay ho

One lead A tech dispatches PDI's. He gets an override of \$1 per customer pay hc

Guild Members (5 on staff)

Guild members get paid an additional \$1/hr, an additional 3 days PTO, and quart

Conclusion We have some well paid technicians with a lot of work to go arou
This will help with cost of labor and keep the team hungry for wo

Service Advisors

All pay plans based on customer pay hours sold. Each advisor receives a dollar a
In addition, they receive a dollar amount per warranty hour completed.

Spiffs

A dollar amount is paid per tire, alignment, brake job

CSE

A dollar amount per hour sold is bonused if green.

A dollar amount per hour sold is deducted if red.

COMPE

Commission: *We will pay you the following commi*
\$12.00 for each "customer pay" labor
\$7.00 for each "warranty" labor hour

	<p>\$7.00 for each "warranty" labor hour</p> <p>\$5.00 for each "customer pay" tire yo</p> <p>\$5.00 for each "customer pay" alignm</p> <p>\$5.00 for each "customer pay" brake j</p> <p>Commissions calculated from Fixed re</p>
CSI:	<p>If your personal CSI score for the mon</p> <p>"customer pay" labor hour you have s</p> <p>commissions check.</p>
	<p>If your personal CSI score for the mon</p> <p>pay" labor hour you have sold during t</p>
CSI:	<p>If your commissions and bonuses for t</p> <p>only deduct the amount that nets you</p> <p>subsequent weeks with the same dedi</p>

Conclusion I feel our advisors are paid well. I feel they should be able to han

per customer pay hour sold for his team.

ur sold for his team.

our sold for his team.

erly tool allowance.

ind. The plan is to hire 2-3 more entry level and develop them.

rk. We, of course, plan on growing the RO count and will need more techs as we grow.

mount per hour sold.

Example

NSATION INFORMATION

ssions

hour you sell.

you sell

you sell
u sell
ent you sell
ob you sell
porting from qlikview.

th meets the Zone Avg, we will pay you a bonus of \$2.60 for each
old during the month to be included with your monthly

th is below the Zone Avg, we will deduct -\$2.60 for each "customer"
the month.

the week are less than the CSI deduct (including spiffs paid), we will
r check to minimum wage and then carry the deficit forward to
uction method until the deficit is satisfied.

idle more RO's and develop their efficiency as we grow.



1



		Nov. 9 - 11					
NO. / PDR							TOTAL
1	BRUCE	3	3				2
2	DAVE	2	2				4
3	ROBERT	2	2				4
4	JOE W.		2				2
5	KEN	10	12				22
6	KURT	1	1				2
7	DAN	1	3				4
	JUAN		3				3
	TOTAL	12	24				36
NO. / PDR							TOTAL
	JEFF	1	2				3
	JOSEPH H.	3	4				7
	BRETT	2	2				4
	REN	2	3				5
	STEPHEN	2	3				5
	FABIAN	3	2				5
	TIM	3	4				7
	MOEL	3	3				6
	TOTAL	22	28				50

4. Engine/Transmission

These jobs are tracked through

LINE / EXPRESS		Nov. 22 - 28					
NO.							
1	TIMING BELT						
2							
3							
4	VALVE ADJUSTMENT						
5							
6							
7	BRAKES						
8							
9							
10							
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99							
100							

Other reports:

The service manager will pull various reports from ASR Pro and review

- % Multipoints completed by technician
- \$ recommended by tech
- \$ recommended vs sold by advisor
- Avg time per RO sorted by any department

ommunication

an meeting every morning. It is not a sit down. It is a gathering and planning the day. I
: have a fixed meeting, however we are discussing the possibility of doing this. The lane
how many appointments and what we must accomplish that day.

lvisors:

shop for all technicians and service advisors to see.

shop for all technicians to see.

shop for all technicians to see.

ut the year

with the technicians and advisors. Here are some of the reports.

We have many reports that are reviewed daily
: manager emails a message to all his advisors

j. Level of current training—Manufacturer website, minimum

Technicians

Service manager monitors self study constantly. If you maintain 80% or over maintain self study to stay employed as a technician. We actively send one

Service Advisors

A corporate trainer will visit a couple time a year and work with . This is a w

training standard

er on your self study then you get to attend in class training. This counts toward you Hc technician a month to training.

weakness. We really need to develop our advisors. We will be looking into more options:

onda certification. You must

s for training.

k. Special tools---neat and organized, or a rats nest

Our tool area is a mess. It is not organized. This will be something we work

Current state of affairs:





on over the next few months.





1. 100 Repair Order Analysis----evaluate summary (recap) sh

Repair Order Analysis Summary Report						
	Sales in Dollars	FRH's on RO's	Averages	Analysis		
Competitive	\$ 3,054	÷ 61.50	= 49.65	FRH Average		
Maintenance	\$ 2,043	÷ 24.10	= 84.76	FRH Average		
Repair	\$ 9,655	÷ 78.40	= 123.15	FRH Average		
Totals	\$ 14,752	÷ 164.00	= 89.95	Customer ELR		
Target Labor Rate			111.00	Per FRH		
Total Ro's in Sample	21	Difference		-21.05	Per FRH	
Cost of Labor						
Total Cost of Labor	3374.80	÷ Total Sales	= 22.88%	Percent Cost of Sales		
Total Cost of Labor	3374.80	÷ Total FRHs	= 20.58	Cost per FRH		
Repair Order Measurements						
Total Labor Sales	14,751.52	÷ Total ROs	= 702.45	Avg Labor per RO		
Total FRHs	164.00	÷ Total ROs	= 7.81	Avg FRH's per RO		
Menu Sales		÷ Total ROs	=	Percent Menu Sales		
Competitive FRHs	61.50	÷ Total FRHs	= 37.50%	Percent Competitive		
Maintenance FRHs	24.10	÷ Total FRHs	= 14.70%	Percent Maintenance		
Repair FRH	78.40	÷ Total FRHs	= 47.80%	Percent Repair		
One item ROs	37	÷ Total ROs	= 176.19%	Percent One Item RO		
Model Year Analysis						
2018	2017	2016	2015	2014	2013	Older
0	0	14	14	9	7	56
0.00%	0.00%	14.00%	14.00%	9.00%	7.00%	56.00%
■ Percent Competitive ■ Percent Maintenance ■ Percent Repair						

m. Complete Qualitative SWOT Analysis (pages 133 - 142 in

Strengths

- 1 Team concept between employees
- 2 Strong TO process in the lane
- 3 Very strong customer pay retention
- 4 CSE scores are very solid
- 5 Up to date equipment

Weakness

- 1 Communication between tech, advisors, parts
- 2 Following store processes
- 3 All makes and models not a focus
- 4 Only 1 driver currently

Opportunities

- 1 Promote from within
- 2 Training
- 3 Grow RO count
- 4 Work on all makes and models

Threats

- 1 Concerned with strong performance numbers we will s
- 2 Lack of good communication will hurt us internally and
- 3 Warranty work is diminishing
- 4 Losing customers for long wait times

Objectives

- 1 Increase the number of RO's per day
- 2 Track lost sales
- 3 Increase morale of technicians, advisors, parts
- 4 Increase tech activity throughout entire day

Strategies

- 1 Focus on Express lube to drive traffic
- 2 Start a conceirge service or add driver for service
- 3 Discuss lost sales with parts and service
- 4 Fixed ops meeting to communicate where we are and
- 5 Employee of the month program. \$100 for advisor, te

Tactics

- 1 Double up express bays to increase efficiency. Will all
- 2 Hire additional driver to mimic times open and help wi
- 3 Weekly meeting with parts and service manager to dis
- 4 Monthly/Quarterly meeting with fixed ops team to talk
- 5 Reach out to local hospital for conceirge service
- 6 Increase express advertising

Action Plan

Task

Track lost sales
Hire new driver
Schedule weekly meeting to review matrices
Review doubling express bays
Contact Flagler Hospital
Schedule a quarterly work event
Advertising plan for express service
Evaluate training options for advisors
Employee of the month announcement

Employee

Parts Mana
Service Ma
GM
GM/Service
GM
Parts Mana
GM/Service
Service Ma
General Ma

Synopsis

Increasing RO count is a major goal. Concentrating on an efficient expr combination for increasing RO business. We will also meet to review pr be reviewed every week.

Establishing employee of the month will build morale. We will give mor We will also have an quarterly event to help build morale between team

1 class book

scare customers vs. growing business
and therefore reduce business

where we are going. Direction.
ch, parts.

how us to handle traffic
with conceirge service.
discuss lost sales and see if our key matrices are in line
about progress

Responsible	Completion Date
Manager	Daily
Manager	12/1/2017
Manager	12/1/2017
Manager	12/10/2017
Manager	11/15/2017
Manager	12/15/2017
Manager	12/15/2017
Manager	1/1/2018
Manager	11/1/2017

ess plan, going after local hospital, hiring driver, and advertising express will be good progress to make sure we are staying efficient and profitable. Tracking lost sales will also

they and place their picture in plaque on wall. Also will be announced in front of peers.
 15.

